

Effective 1 October 1998

Expires 30 September 2000

**Training  
Commander's Training Guidance**

FOR THE GOVERNOR:

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**Summary.** This training circular (TC) provides the intent and training guidance of the Commander of the California Army National Guard for the conduct of training during training year (TY) 99 and TY 00.

**Applicability.** This TC applies to all Army National Guard units in California.

**Proponent and exception authority.** The proponent and exception authority of this TC is the Director, Organization, Training and Mobilization (CAOT). Supplementation and any exceptions to this TC are prohibited without prior written approval from CAOT.

**Interim changes.** Interim changes in this TC are not official unless they are authenticated by the Director, Organization, Training and Mobilization.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms), directly to the Director, Organization, Training and Mobilization (CAOT).

**Distribution.** Distribution of this TC is Army - A.

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## 1. Purpose

To provide Commander's Intent and Training Guidance and to establish Policies, Guidelines, Goals and Objectives for the conduct of training during TY 1999/2000.

## 2. Effective Date

This TC is effective for planning upon receipt and for implementation on 1 October 1998.

## 3. Mission

The mission of the California Army National Guard is to provide well trained and disciplined units equipped to perform both Federal and State missions.

a. Federal Mission: Provide mission ready forces to the Federal Government.

b. State Mission: (Conduct Support and Stability Operations)

(1) To protect the lives and property of the citizens of California in the event of a natural disaster or other emergency by providing military support to civil authorities (MSCA).

(2) Lend support to activities which enhance the quality of life for citizens in the communities in which we live and work.

## 4. Commander's Intent

"Do Less - and Do It Better." The intent is clear: We will do better at choosing fewer tasks to train, focusing on achieving standards and not training to time. We simply do not have the resources (time and money) to exercise a large number of METL tasks. We must seize the time to refocus and reorient battalion, brigade and division commanders and staffs toward higher standards of training management. We will focus on only these tasks which are absolutely essential to maintain an effective combat-ready force and defer remaining tasks to post-mobilization training. We will focus warfighting skills through the expanded use of simulations. The methodology to achieve this is included in *paragraph 6, Training Philosophy*.

## 5. Training Framework

In the next two years, the CAARNG will continue to face critical challenges.

a. Complex changes in force structure (both unit losses and gains) will continue to impact training and authorization end strength. Unit activations, inactivations and modernizations, while admittedly causing turbulence, must have commanders personal attention and involvement. Notwithstanding these distractors, commanders must ensure that soldiers do not suffer from a degraded or neglected training environment.

b. Strength (recruiting and, most importantly, retention) remains our primary focus. Commanders must continue to explore alternative and creative means to optimize training time constrained by scarce and diminishing resources. Training that entertains our soldiers will retain them. All of our leaders must be concerned with retention and must not tolerate any waste of our quality soldier's training time.

c. Department of Defense and NGB fiscal resourcing and priorities will continue to be "tiered." Early deploying units will be resourced at levels significantly above "baseline" units. At all levels, the CAARNG will face dramatic reductions in unit FTUS staffing and Class IX funding. Resourcing will not support the current tempo of operations. Non-FSP units within California will experience a 40 percent reduction OPTEMPO, to include IDT/AT travel and service schools at all levels. Expect funding which supports forty-eight (48) Company/Battery/Troop-level Unit Training Assemblies (UTA) and fifteen (15) days of Annual Training (AT) for units. Soldiers may attend AT or school, but not both.

(1) Tier One, by priority: 223d MI Bn, 250th MI Bn (TE), 126th Air Ambulance Co, 69th Press Camp Headquarters and 224th Eng Det (FF).

(2) Tier Two, by priority: 1-184th IN Bn (L), 1-185th AR Bn, 1106th AVCRAD, RTSM-M, Co B, 898th Eng Bn, 118th Maint Co, 260th QM Co (Lt Air Drop), Det 2, Co B, 181st FSB, 251st Fin Det, 217th Fin Det, 194th CID, Camp Roberts ISU, 223d Regiment (Cbt Arms), 40th Fin Bn.

(3) Tier Three, by priority: 40th MP Co, F/144th FA, D/144th FA, 649th MP Co, 270th MP Co, 670th MP Co, 2668th Trans Co, G/140th AV Co, 160th IN (LRSD), 49th MP Bn, 49th Pers Svc Bn, 749th Maint Bn.

(4) Tier Four: All others.

d. The potential for MSCA employment in disaster relief and civil disturbance missions within California remains high. Counter-drug support remains an ongoing priority. The potential for increased California National Guard participation in Stability and Support Operations (formerly Military Operations Other Than War) is growing.

## 6. Training Philosophy

We will continue to provide better quality training, focused towards individuals through company level. ***Quality training retains soldiers!*** Commanders will continue to provide training plans 90 days to IDT and 120 days prior to AT to maximize the quality of training. The Commander of the CAARNG believes in the "crawl, walk, run" approach to training. Whenever possible, organizations in the CAARNG will use Multi-echelon training to train towards collective tasks to overcome known weakness.

a. Field Manual 25-100 (Training the Force) and FM 25-101 (Battle Focused Training) specify the training philosophy for the CAARNG and define the process for METL development and approval. Units without a defined WARTRACE will have their METL approved through the peacetime chain of command to this headquarters. Commanders will personally perform a continual assessment of proficiency for each task and subtask trained by their unit. Scheduled training will focus on improving deficiencies (rather than tasks which have been rated "T"). Commanders must personally participate in the training assessment process and perform AARs.

b. Safety remains a fundamental priority. Commanders must foster a command climate that is ruthlessly supportive of safety practices at all levels. Commanders will set a personal example by participating in safety inspections during training. Finally, safety must be integral to every plan, order and decision. Commanders must complete a risk assessment prior to the conduct of all training to determine the risk associated with the exercise. A solid safety program is a combat multiplier.

c. Overseas Deployment Training (ODT) exercise funding is the only (currently) growing program. We will aggressively seek ODT opportunities for every CAARNG organization, unit and individual, funding dependent.

d. Protecting the Force. This METL task remains critical in preserving life and materials to enhance our warfighting capabilities. At a minimum, the Commander of the CAARNG wants all separate companies and above (AA organizations) to emphasize security, safety, fratricide issues, morale, risk analysis, OPSEC and terrorism in their training plans.

e. Administrative and Logistical excellence are both force multipliers and critical components of day-to-day operations. Ensure that administrative and logistical actions are completed to both standard and within established suspense dates. This enhances our units' overall readiness and increases the effectiveness of our FTM work-force.

f. Command Supply Discipline Program. Battalion and higher level commands must establish, publish and execute a viable Command Supply Discipline Program. This program focus must be on compliance with supply related regulations and procedures. The use of a Command Supply Discipline program will enable commanders to achieve my target of Supply Accountability.

## 7. Training Guidance

All units will train to perform approved METL tasks while they prepare to mobilize by objectives described below and meeting established readiness standards. These goals represent the training guidance for TY 99/00.

a. *Goal:* Individual soldier readiness is the first training priority of the CAARNG.

(1) *Objective:* For USR reporting of Tier One and Two units: P2, EOH2, ER2, T<sup>1</sup>3, T<sup>2</sup>2. For USR reporting of Tier Three and Four Units: P2, EOH3, ER3, T<sup>1</sup>4, T<sup>2</sup>3.

(2) *Objective:* MOS qualification remains the TOP priority for individual training. MOS 11B, 13F, 19D and 19K will have the priority for training resources. Commanders must allow their soldiers to attend RC configured courses in lieu of scheduled unit training to increase the overall MOSQ level of their unit.

(3) *Objective:* Soldiers will participate in annual Common Task Training, with emphasis on NBC protective skills. Nuclear, Biological and Chemical Defense training will be conducted, focusing on personal NBC protection skills and individual NBC Defense Tasks. This training must be integrated into the training plans of the unit.

(4) *Objective:* All soldiers will take the annual Army Physical Fitness Test, while maintaining themselves in compliance with the required height and weight standards. Commanders will implement a physical fitness program IAW AR 350-15 and FM 21-20. Physical training will not include team sports (i.e. softball, volleyball). Units will conduct the Record APFT between 1 October and 30 November annually. Active Guard and Reserve (AGR) soldiers will test semiannually (for record in the months of April and October). The Commander CAARNG encourages commanders to conduct diagnostic tests and additional makeup APFTs as required throughout the Training Year.

(5) *Objective:* IAW DA PAM 350-38, all soldiers will qualify with their assigned MTOE/TDA weapon. Small Arms Qualification (SAQ) will be IAW the standards prescribed for a Training Readiness Condition-C (TRC-C) Unit. The ideal for SAQ is that 80% of assigned soldiers will successfully qualify with their assigned weapon during TY 99/00. Additionally, each soldier should zero using their assigned weapon and units should record all weapon zeros in the soldier's individual training record.

(6) *Objective:* All soldiers will meet the mobilization standards of physical fitness, periodic medical examinations, immunizations, cardiovascular screening, HIV testing, DNA categorization and business/family care plans.

(7) *Objective:* Maintenance is a vital portion of every training program. Commanders will analyze their unit's maintenance posture and establish a training program focused on improving operator maintenance proficiency and unit material readiness. Integrate maintenance and maintenance training into all unit activities. Perform PMCS on all vehicles and equipment IAW the appropriate -10 manual.

(8) *Objective:* Physical security training is essential. Training will focus on security consciousness

and preventing the loss or damage of sensitive items and other equipment.

b. *Goal:* Leader training is the *second training priority* of the CAARNG. All officers and NCOs will participate in the scheduled professional development programs (ODP and NCO DP) of their units. Leadership training will stress applied troop leading procedures. Leader Professional Development will focus on critical technical and tactical skills needed to accomplish the unit's mission.

(1) *Objective:* Officers will continue their *civilian* education in order to remain competitive for promotion and retention.

(2) *Objective:* Foster a supportive command climate for NCO professional development. The Non-Commissioned Officer Development Program (NCO DP) is designed to enhance and strengthen leadership skills and professionalism within the NCO Corps of the California Army National Guard; to increase the confidence of the NCO; and, to facilitate the realization of the full potential of the NCO support channel.

Commanders are responsible for developing the NCO DP and ensuring the program satisfies the needs of the unit and enhances the development of the NCO. Additionally, the commander must ensure time and resources are provided for the conduct of NCO development training. This includes periods of instruction and timely counseling of NCOs as an integral part of NCO development. Only through this support can the Select, Train, Promote, Assign (STPA) effectively identify and pick the best enlisted leaders of the future.

c. *Goal:* Collective training is the *third priority* for the CAARNG. For combat units, collective training will be focused on the squad/section and platoon levels. For CS/CSS units, collective training will focus at platoon and company levels.

(1) *Objective:* Integrate staff training into training plans as a requirement for every battalion and higher command. However, staff training exercises (to include simulations) will not overshadow readiness or individual and leader METL task training.

Executive officers should take the lead in staff training, allowing the commander more direct training involvement (rehearsals, participation, evaluations and AARs).

(2) *Objective:* Increase the use of battle drills for maneuver units training at squad/section and platoon levels, while integrating CS/CSS slices.

(3) *Objective:* Weapons training includes crew-served weapons *systems* (armor, artillery, aviation, mortars, anti-armor and machine guns). Because of reduced OPTEMPO mandates, maximize the use of simulators, training devices, sand tables, board games and sub-caliber devices as a rehearsal prior to the

expenditure of funds.

(4) *Objective:* All units will continue preparing for MSCA and SSO missions using METL training opportunities. These highly visible and critical missions are defined in the California Emergency Plan (CAL-EP).

## 8. Conclusion

Being prepared to defend our nation while concurrently supporting the citizens of California and our communities is what the California Army National Guard is all about. Executing quality training to standard is the key to meeting our mission.

- "MISSION FIRST - SOLDIERS ALWAYS"

Major General Robert J. Brandt,  
Commanding